

	CAREER DEVELOPMENT	Operations Order 4.3.00
	PHOENIX POLICE DEPARTMENT	Rev. 06/13 PAGE 1

1. **PURPOSE/GENERAL INFORMATION** - To identify opportunities for individual growth, promote job satisfaction, and enhance performance.
 - A. Career development is a process designed to facilitate improvement of employee skills, knowledge, and abilities to benefit departmental objectives through individual employee growth.
 - B. The Department's goal is to provide developmental opportunities to all employees who desire them.
 - C. This order describes the structured process used by the Department to provide career development opportunities to Department employees.
 - D. The career development process is ongoing and combines the components of Department programs, training, coaching, and outside resources available to assist individuals in personal and professional development.
 - E. Career development for the Department includes a network of combined resources.
 - F. To effectively integrate these resources, follow-up, coaching, review, training, and documentation must be included.
2. **RESOURCES**
 - A. **Career Path Development (CPD)**
 - CPD uses the Phoenix Police On-Line (PPOL) website www.phoenixpolice.com to create a career path template for officers and detectives.
 - * Job descriptions and requirements will be listed for each position within the Department to establish career mapping and assist in skill building.
 - * Supervisors will meet with their employees periodically throughout the rating period to assist the employees with career mapping and guidance.
 - B. **In-Service Training**
 - (1) The Department provides regular proficiency and career specialty in-service training.
 - (2) Career specialty training includes, but is not limited to:
 - Management skill development for supervisors
 - Motor training
 - Tactical Response Unit (TRU) training
 - C. **Outside Resources** - In addition to Department-sponsored training, numerous other resources are available that provide additional educational and skill development opportunities; this includes but is not limited to:
 - Arizona Peace Officer Standards and Training (AzPOST) Board
 - Federal Bureau of Investigation (FBI) Academy
 - International Association of Chiefs of Police (IACP)
 - Maricopa County Community Colleges
 - Arizona State University (ASU)
 - Northern Arizona University (NAU)
 - University of Arizona (U of A)
 - University of Phoenix (UOP)
 - Grand Canyon University
 - Ottawa University
 - Western International University
 - City Employee Development

	CAREER DEVELOPMENT	Operations Order 4.3.00
	PHOENIX POLICE DEPARTMENT	Rev. 09/28/22 PAGE 2

2. D. Tuition Reimbursement/Educational Leave - The City provides tuition reimbursement, seminar reimbursement, and educational leave opportunities, see [Operations Order 4.2.00](#), [Employee Benefits](#), [Administrative Regulation \(AR\) 2.51](#), [Employee Development Fund Program](#), and/or applicable [Memorandum of Understanding \(MOU\)](#) or [Memorandum of Agreement \(MOA\)](#) for details of the various employee programs.
- E. Career Advisory Network - Administered through the City Equal Opportunity Department, this establishes a citywide network of individuals who can add practical advice and additional information concerning promotion, career changes, and other career information.
- F. Pre-Promotional Classes and Career Coaching
 - (1) Courses are periodically available through the Maricopa County Community College system for sworn personnel interested in preparing for promotional examinations.
 - (2) Civilian personnel may consult the human resources officer in the Fiscal Management Bureau (FMB) for career opportunity information throughout the City.
 - (3) The City also publishes a biannual training catalog of employee development and language courses offered at no cost to City employees.
3. **PROCEDURES AND RESPONSIBILITIES**
 - A. The Training Bureau will be responsible for orientation and training to provide supervisors with knowledge and skills concerning the following:
 - Performance Management Guide (PMG)
 - Coaching techniques, career planning, and use of resources
 - Techniques for assessing skills, knowledge, and ability
 - Salary, benefits, and training opportunities
 - Educational opportunities and incentive programs
 - Ethnic and cultural awareness
 - Availability of outside resources
 - Record and note keeping
 - B. Supervisors will be responsible for assisting employees in the developmental process.
 - (1) The annual employee PMG provides the supervisor and the employee with an opportunity and a timetable for face-to-face interaction and incorporating self-analysis and coaching concerning performance and career development activities.
 - (2) The PMG provides the basic instrument for documenting and structuring the following developmental activities:
 - (a) Utilizing coaching as an important component of career development; coaching takes place between the supervisor and the employee both in formal and informal settings.
 - (b) Coordinating job performance with career development activities.

	CAREER DEVELOPMENT	Operations Order 4.3.00
	PHOENIX POLICE DEPARTMENT	Rev. 12/19 PAGE 3

3. B. (2) (c) Establishing the formal structure for career development by providing an evaluation checklist, this includes:

- Inventory of skills, knowledge, and ability of employee
- Assessment of employee's strengths and weaknesses
- Determination of employee's level of performance
- Assessment of training needs
- Counselor rating criteria
- Performance and developmental goals
- Documentation of progress
- Timetable

(3) In conjunction with the rating process, the supervisor should assist the employee in identifying areas to focus developmental activities.

(a) At the beginning of the rating period, job factors, job duties, and developmental/ performance goals should be mutually agreed upon.

(b) The supervisor should provide the employee with feedback and recommendations to encourage self-analysis in setting goals and reviewing progress.

(c) A timetable should be set for performing key activities during the rating year.

(4) When operationally feasible, supervisors should help employees identify and obtain temporary work assignments and shadowing opportunities to promote individual growth and job satisfaction.

- Temporary work assignments and shadowing opportunities allow employees to broaden their experience and gain expertise valuable to present and future assignments

(5) During the evaluation, supervisors and employees will conduct a joint review of the employee's training record to assess progress in achieving career objectives.

- The employee's skills inventory, located in the division file, should be reviewed and updated, if necessary.

(6) Supervisors will keep a record of coaching and career development activities in monthly notes for use in preparing developmental plans and the annual rating.

4. **PROMOTIONAL REQUIREMENTS**

A. Promotion - Advancement from a lower class to a higher class involving an increase in responsibility and an increase in salary.

B. The following in-service time and educational requirements have been established to determine promotional eligibility of sworn personnel:

(1) Police Chief and Assistant Chief	• Bachelor's degree
(2) Commander	• Two years of service as a Phoenix police lieutenant • Bachelor's degree
(3) Lieutenant	• Two years of service as a Phoenix police sergeant • Bachelor's degree

	CAREER DEVELOPMENT	Operations Order 4.3.00
	PHOENIX POLICE DEPARTMENT	Rev. 06/28/24 PAGE 4

4. B. (Continued)

(4) Sergeant	• Four years of service as a Phoenix police officer • Successfully complete required prerequisite promotional courses • Bachelor's degree or 75 hours of college credit * Any course eligible for reimbursement from the City will be accepted. * Credit hours taken on the quarter system will be counted as two-thirds of a semester hour. * Up to 45 hours of college credit may be offset by specialty assignments, designated skills, and other job-related achievements. * Specialty assignments, designated skills, and language certifications will be credited as equivalent to three hours of college credit. * Each 42 hours of job-related, non-degree training (on and off duty) will be credited as equivalent to three hours of college credit.
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C. Each of the following skill areas or specialty assignments will be considered equivalent to three hours of college credit:

(1) SKILL AREA	
• Critical Incident Stress Debriefing Team • Peer Counselor • Mobile Activity Center (MAC) Van • Emergency Medical Technician (EMT) • Paramedic • Physical Fitness - 60% or better • Explosives Recognition Demolition and Bomb Disposal	• Air Support Training Officer • Field Training Officer (FTO) • Canine (K9) Training Master • Polygraph Examiner • AzPOST Instructor • Drug Recognition Expert (DRE) • Commercial Vehicle Inspector (CVI) • Hazardous Material Inspector
(2) PATROL SPECIALTY ASSIGNMENTS	
• Administration/School Resource Officer • Community Action Officer (CAO) • Neighborhood Enforcement Team (NET)	• Reassignment to Uniformed Patrol from a Specialty Detail • Street Racing Task Force (SRT)
(3) NON-PATROL SPECIALTY ASSIGNMENTS/UNITS	
• Assignment to any Bureau/Division outside of Patrol • Canine (K9) Unit • Crime Free Multi-Housing Officer • Detective Assignments • Downtown Operations Unit (DOU)/Tactical Response Unit (TRU)	• Firearms Training Unit • Lead Recruit Training Officer (RTO) • Solo Motor Officer • School Resource Officer (SRO) • Special Assignments Unit (SAU) • Street Crimes Unit

5. **PROMOTIONAL TESTING** - All materials are maintained and secured by the City Human Resources Department.

A. Written announcements for promotional testing processes will be posted in the Department Newsletter or via an Employee Notification System (ENS) in a timely fashion and made available to all employees; the announcement will include:

- A description of the position and job classification for the position
- Dates, times, and locations of all elements of the testing process
- A description of the testing process to be used in the selection (written test, oral board, scenario exercise, assessment center, or combination thereof)
- A bibliography of reading/study materials from which test questions will be derived

B. Written Tests - Written test questions will be limited to the bibliography of reading/study materials provided to applicants.

C. Oral Boards - Uniform questions will be asked of all the applicants.

D. Scenario Exercise - This may be used in the testing process and will be job specific.

	CAREER DEVELOPMENT	Operations Order 4.3.00
	PHOENIX POLICE DEPARTMENT	Rev. 12/19 PAGE 5

5. E. Assessment Center

- May be used as part of the promotional process
- Assessment centers are designed to measure dimensions, attributes, characteristics, qualities, skills, knowledge, and abilities as specific to the job description.

6. **LEADERSHIP DEVELOPMENT**

A. The Training Bureau will coordinate training and education programs.

B. Required/Recommended Development Training

(1) Sergeants	<u>Required training while on the promotional list:</u> • Successfully complete and display proficiency in the Police Sergeants Training course • Successfully complete and display proficiency during the Sergeant-in-Training program <u>Required post promotion development:</u> • Attend the City Performance Management Course prior to end of probation • Attend the City Tools for Coaching and Discipline course within two years of promotion • Attend the City Supervisory Personnel Practices course within one year of promotion • Attend the City Supervisory Academy within three years of promotion <u>Recommended training/development:</u> • Attend eight hours of specific leadership development courses annually • Attend various skill building and personal development courses that emphasize leadership/development skills
(2) Lieutenants	<u>Required training while on the promotional list:</u> • Attend the Lieutenant Leadership Development course with emphasis on continuing leader development • Successfully complete the Lieutenant-in-Training program <u>Required post promotion development:</u> • Unless previously taken, attend the City Supervisory Academy within three years of promotion <u>Recommended training/development:</u> • Attend eight hours of specific leadership development courses annually • Attend various skill building and personal development courses that emphasize leadership skills
(3) Commanders/ Administrators	<u>Required training while on the promotional list:</u> • Participate in a 360-degree feedback exercise <u>Required post promotion development:</u> • Participate in the City Management Academy <u>Recommended training/development:</u> • Attend various skill building and developmental courses
(4) Police Chief Executive Assistant Chief Assistant Chiefs Directors	<u>Recommended training/development:</u> • Attend various skill building and personal development courses that emphasize leadership skills

	CAREER DEVELOPMENT	Operations Order 4.3.00
	PHOENIX POLICE DEPARTMENT	Rev. 06/19 PAGE 6

6. B. Required/Recommended Development Training: (Continued)

(5) Civilian First Line Supervisors	<u>Required post promotion development:</u> - Attend the City Performance Management course prior to end of probation - Attend the City Supervisory Personnel Practices course prior to end of probation - Attend the City Tools for Coaching and Discipline course within two years of promotion - Attend the City Supervisory Academy within three years of promotion <u>Recommended post promotion training/development:</u> - Attend eight hours of leadership development training annually - Attend various leadership development courses
(6) Civilian Middle Managers	<u>Required post promotion development:</u> - Participate in 360-degree feedback exercise within two years of promotion - Attend the City Management Academy <u>Recommended post promotion training/development:</u> - Attend eight hours of specific leadership development courses annually - Attend various leadership development courses

7. **SHADOWING PROGRAM**

A. This program is for sworn and civilian employees of all ranks.

- (1) Shadowing assignments should be related to current duties and/or career development.
- (2) Any position may be shadowed regardless of rank or position.
- (3) Shadowing assignments are limited to 80 hours per calendar year per employee.
 - These hours may be used for a single shadowing assignment or for multiple shadowing assignments.
- (4) Every attempt will be made to honor shadowing requests; however, assignments are subject to Department operational needs.

B. Eligibility

- Must have completed probation
- Must not be currently under investigation

C. Guidelines

- (1) Employees will complete the Shadowing Program Request and Tracking Form PPD #65 indicating who they would like to shadow and submit the request to their supervisor, who, in turn, confirms employee eligibility and approves participation.
- (2) The request is forwarded through the chain of command to the commander/administrator for approval and returned to the employee's immediate supervisor.
- (3) Once the employee has obtained approval to participate, the employee will review his/her court schedule and discuss staffing and operational needs with the immediate supervisor before calling the desired shadowing unit.

	CAREER DEVELOPMENT	Operations Order 4.3.00
	PHOENIX POLICE DEPARTMENT Rev. 06/19	PAGE 7

7. C. (4) The supervisor or employee may then call the unit or person to be shadowed and arrange the date and time; once a date and time have been scheduled, distribution of the Shadowing Program Request and Tracking form will be as follows:
- (a) The original is maintained by the employee's supervisor until the shadowing assignment is concluded.
 - (b) A copy is forwarded to the work unit to be shadowed.
 - (c) A copy will be returned to the employee.
- (5) The employee should contact the work unit or person to be shadowed a couple of days before to confirm the assignment.
- (6) The shadowing event should be documented in the employee's supervisor notes and/or PMG.

8. DEPARTMENT RÉSUMÉS

- A. The format in Addendum A of this order will be used when applying for all positions within the Department requiring a résumé.
- The format provides examples for each subheading of the résumé.
 - The format may be customized as long as the order is maintained and required information listed.
 - This applies to both sworn and civilian employees
- B. Résumé Format - Format **will not** be a consideration for disqualifying or used for scoring an applicant; scoring will be based on the content of the résumé: for example, qualifications as related to the position.

(1) Length	• No more than three pages
(2) Margins	• No more than 1.25 inch and no less than .7" all around
(3) Font	• Arial or Times New Roman 10 or 12
(4) Tabs	• Set at .3" or .5" • Text may be bulleted or indented • Bullets may be customized EXAMPLE: ♦ * ↑ ® •
(5) Paper	• White or light-colored • Smooth or lightly textured

Last Organizational Review: